



MOTIVATION: IMPACT ON EMPLOYEES' PERFORMANCE- A CASE STUDY

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ABSTRACT

Making work more enjoyable and rewarding are essential responsibilities of management which ensures that employee motivation is in line with company goals. In order for every organization to fulfil their goals, adequate programmes and techniques are necessary. If an organization implements proper employees' motivational programmes, then it is possible to create an effective and organizational culture which will be helpful in achieving the organisational goals. In present scenario, as a result of changing environment, there is a variety in workplaces that makes it a challenging endeavour to find out the circumstances which motivate and satisfy the working people of an organisation and affects their efficiency. This study seeks to comprehend what motivates people, what has an impact on them, and why they continue to engage in certain behaviours from the view point of a manager.

KEYWORDS: Motivation, Employees' Performance, Organizational Success, Motivational Strategies, Employee Engagement

INTRODUCTION

In the ever-evolving landscape of modern business, the role of motivation in driving organizational success has taken on a heightened significance. Companies, regardless of their industry or size, recognize the pivotal connection between a motivated workforce and enhanced performance. Motivation is one of the driving forces behind human behaviour which helps to improve the performance level of employees by satisfying their needs. With the help of motivation, it is possible to bridge the gap between the capacity of work and willingness to work. That's the reason by which motivation is known as a prime tool to inspire people to work both individually as well as in group. Now a days while the competition level is continuously increasing, it is essential for an organization to satisfy their employees so that they perform their best and fulfill the requirements of the organization.

REVIEW OF LITERATURE

Motivation is the unifying concept of human relations which is generally known as a behaviour arising out of various human needs, drives and expectations directed towards certain goals and bring the satisfaction in employees. It a prime tool to inspire people to work both individually as well as in a group. Aswathappa (2008) describes motivation as a concept which refers to way of behaviour get started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization while all these are going on.

Motivation is one's direction that changes the behaviour. Gellerman (1963) believes that motivation consists in steering one's actions towards certain goals. It also stated that motivation deals with how behaviour gets started, energized, sustained, directed and what kind of subjective reaction is present in the organization while all these are going on. Therefore, motivation is a process having three different aspects. First, what energizes

human behaviour? Second, what directs such behaviour? Third, how this behaviour is maintained and sustained in an organization? These aspects are important in understanding the whole process of motivation and its effects on the performance of employees and organization.

Motivation is positively connected with the performance of employees which ultimately improve the productivity of an organization. In several studies it has been found that motivation is one of the most important ways that can increase the productivity of an organization by maintaining and improving the performance of its employees. It is directly related to the workers of an organization and also plays a very important role in individual along with organizational success. Aliyu (2019) stated that motivation is important for every organization because it increases mental and physical reactions. He concluded that highly motivated employees have a willingness to get their job done effectively with highly efficiency. It also the cause of satisfaction of employees of and organization that resulted in higher productivity of employees along with organization.

Nawaz (2011) stated that Motivation is an important and unavoidable factor in an organization. It lies on several elements rather than simply payments. It is argued that if an individual's needs are not satisfied, then the employees will not motivated to work. Therefore, the lack of motivation may lead to reduced efforts and commitments of employees.

In a complex and dynamic environment, management of the organization tries to create the environment in which their employees feel trusted and are empowered to take decisions which leads to enhance the motivational level of employees which ultimately enhanced the organizational performance. From different studies, it has been found that showing trust

motivates employees and also helpful in creating a healthy workplace. Keeping it in mind, employers have taken necessary steps in different ways. Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, recognition, and organizational behaviour modification has generated a large volume of debate in the field of employees' motivation and its relationship with the performance of employees as well as organization. Sekhar, Patwardhan and Singh (2013) stated that motivation directly links to individual performance that gain to organization performance and as a catalyser for all individual employees working for an organization and enhance their working performance or to complete task in much better way than they usually do.

OBJECTIVES OF THE STUDY

HCL Technologies, Lucknow, a dynamic player in the technology and IT solutions sector, has been selected for this study. The study will look forward the steps which has been taken by company for motivating their workers and find out the impact of motivation on their performance. Apart from them, the study depicts the advantages of motivation and challenges faced by the management in the way of performance evaluation of employees.

FINDINGS OF THE STUDY

HCL Technologies, a global IT services and consulting company, has established itself as a front-runner in the realm of technological innovation. With a strong presence in Lucknow, India, HCL Technologies has woven its success story by blending cutting-edge solutions with a profound commitment to its employees' growth and motivation. As businesses increasingly recognize that their employees are not just assets but integral partners in their journey, understanding the dynamics of motivation and its intricate interplay with performance becomes paramount. HCL Technologies' experiences and strategies in fostering a motivated workforce can offer invaluable insights for other organizations seeking to harness the power of motivation to elevate their own performance standards.

By examining the multifaceted relationship between motivation and performance at HCL Technologies, this study aims to shed light on how the intricate balance of employee engagement, recognition, rewards, and a conducive work environment can drive not only individual excellence but also collective accomplishments. As the case of HCL Technologies unfolds, it becomes clear that the pursuit of employee motivation is not just a philosophical concept; it is a strategic imperative that can shape the trajectory of a company, as demonstrated by the unique journey of HCL Technologies in Lucknow. The main findings of the study have been discussed as below:

1. Strategies for Employees' Motivation: The level of enthusiasm, dedication, perseverance, and innovation that employees bring to their work is referred to as employee motivation. Increased employee motivation inevitably results in improved engagement and output, as is obvious. Consequently, the majority of organizations now consider employee motivation to be one of their top objectives. Many extrinsic and intrinsic

employee experience variables, including as pay and benefits, recognition, empowerment, possibilities for career growth, company culture, peer and management connections, and many others, can inspire employees. In light of the study, generally the following steps are taken for increasing employees' motivation:

1. Establishment of a Vision- Everyone wants that their efforts are making progress. What comes after that? What does the company's success look like? Vision of a company should be clear because it is helpful in inspiring the employees and motivate them.
2. Ensure that everyone is aware of the 'why'- Your staff will be aware of what needs to be done, but you must go beyond and clarify the 'why' behind each work. The purpose of the business is its overall goal. Everyone will be more motivated to complete even the simplest tasks if they are aware of how their individual efforts might contribute to the company's larger objectives.
3. Honour and Recognize of Excellent Work- It's important for workers to understand that their supervisors value their effort. Reorganization of individuals boosts not only one's own work but promotes team spirit. An efficient method for praising top achievers who uphold your company's principles is a recognition platform. It's crucial to provide employees with year-round support, including team-building activities, wellness initiatives, secondment possibilities, and EAP services. But, we advise going over and beyond and thanking your teams for more significant events, like a 10 years work anniversary or employee of the month. The reward need not be monetary; it could just be a kind gesture, like giving them a day off. Incentives are very effective at boosting motivation and job satisfaction. Hence, if you want to motivate your staff to go above and beyond, make their labour worthwhile with a present or kind deed.
4. Provide Team Freedom- Time is valuable. Hence, motivation levels can drastically decline when we don't feel in control of our time and energy. Giving some independence in the office, whether it be flexible working hours or unrestricted vacation time, shows employees that their bosses have their best interests in mind. It is helpful to give people the sense of power and freedom to do a task successfully which ultimate increases the motivation.
5. Promoting Collaboration- Teams inside the organization might collaborate to further develop ideas. Collaborating with people who have varied skill sets will lead to more creative outcomes. In teams, there is strength in numbers; therefore anyone who is lacking motivation should receive encouragement from people around them.

2. Advantages of Employee Motivation: Advantages of employee motivation are discussed as follows:

1. Higher Level of Productivity- It should come as no surprise that using employee incentive strategies encourages individuals to perform productively and produces greater financial results. Few people are aware, nevertheless, that a productive work environment also

benefits employees since it encourages greater job satisfaction.

2. **More Creativity-** Rewards and other incentives create an innovative culture for employees. If an employer feels the value of their employees then he encourages them. Therefore, the significance of motivation in the workplace should never be understated. Along with it the role of supervisors is also very crucial from motivation point of view because they inspire their personnel frequently see the highest outcomes.
3. **Reduced Absence Rates-** Employers that understand the value of motivation in management agree that supporting rather than critical leaders bring out the best in their teams. As a result of employees feeling less stressed and overworked, absenteeism rates typically go down when a manager shows concern for the workload and welfare of their team.
4. **Lower Worker's Turnover Rates-** Employee incentives and motivation go hand in hand and together they help explain why retention rates are so high? Rewards and incentives are closely connected with motivational level of employees resulted in turnover rates. The study finds out that top of rewards and incentives are highly motivated and are less likely to hunt for other employment.

3. Employee Performance and Motivation: Performance is a way by which a worker performs their job responsibilities and completes necessary tasks is referred to as their performance and points out the usefulness, excellence and efficacy of their output. It is a factor to measure the value of an employee for a company. Employees' performance represents their level of productivity and efficiency, which helps the organization to achieve its goals and ultimately affect the overall success of a company.

Many techniques are to be used for increasing the performance of employees, motivation is one of them. According to Nancy R. Katz of the Kennedy School of Government at Harvard University, an incentive that is a kind of motivation increases the performance of an organization. She advocates substituting group-based incentives for individual ones. According to her, rewarding group success results in higher self-esteem, reduced anxiety, and greater job satisfaction for the employee as well as greater respect among group members.

Relationship between Motivation and Employee Performance: The most precious resource for a company is a motivated employee. According to research, employees who are highly motivated perform better than those who are not. Your human resource department must come up with novel approaches to maintain employee motivation if you want to boost performance.

1. Employee motivation and performance are closely related in a good way. Employee motivation and performance are crucial business practices which boost the profitability of an organization.
2. Motivated employees are considered as the biggest asset of a business organization which is highly productive. They should be viewed as your greatest investment in

order to maximize long-term success.

3. Employee disengagement is not only expensive, but it may also have severe effects on company culture by lowering everyone's motivation levels.
4. Discover creative ways to acknowledge your staffs when they perform well, whether it by sending them a personalized email or paying them financially for their efforts.
5. With incentives and competitive pay, human resource departments should seek to drive employee success at work.

CONCLUSION

The results of the study indicated that motivation has some effects on an employee's performance. Among these effects include dedication, decreased absenteeism and labour turnover, enhanced communication, and high morale. Yet, some of these, such as communication and staff morale, have a significant negative impact on the firm. In order for employees to perform better and contribute more to the organization, management and staff communication must be flawless. In order to strengthen its existence, the company must reduce employee turnover and absenteeism. All of the aforementioned effects have a significant positive effect on the organization, but increased communication and employee morale are the most important factors in employee motivation. The study also demonstrated the difficulties organizations encounter when trying to motivate their workforce. The difficulties include, among others, determining the right degree of incentive for workers, when to do so, and what kind of motivation to use. The firm must decide whether to excite workers before or after work. To motivate employees and boost performance, managers must choose the right time. There are different levels of employee satisfaction, so management must consider which level will satisfy them the most. Management must also consider the type of motivation, such as whether they prefer financial motivation or non-financial motivation like promotion, recognition, and the like; all of these must be taken into account to improve employee performance along with the organization.

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